

SUBCHAPTER 1405

APPENDIX A

PAYBAND CLASSIFICATION AND PAY SYSTEM FOR WHITE-COLLAR NAF EMPLOYEES

- References:** (a) Title 5, United States Code, Section 7121, "Grievances, Appeals and Review"
(b) Title 5, United States Code, Section 5373, "Limitation on Pay Fixed by Administrative Action"
(c) DoD 1401.1-M, "Personnel Policy Manual for Nonappropriated Fund Instrumentalities," December, 1988
(d) 5 Code of Federal Regulation, Part 532.283, "Prevailing Rate Systems"
(e) 5 Code of Federal Regulation, Part 531.602, "Locality-Based Comparability Payments," Definitions
(f) DoD Directive 1342.13, "Eligibility Requirements for Education of Minor Dependents in Overseas Areas," July 8, 1982
(g) Department of State Standardized Regulations, Section 270, "Education Allowance"

A. GENERAL

Basic policy on coverage, purpose, and requirements is at Subchapter 1405. Additional policies and procedures for implementing the payband system are in sections B. through F., below. The Child Care payband policy is at Appendix C of this Subchapter.

B. STRUCTURE OF PAYBAND SYSTEM

Table 1 of this Appendix depicts the structure of the NAF payband system. It shows, for each band, the generic work level, pay category, approximate number of employees covered, grades replaced, comparable GS grades, characteristics of work covered, and examples of jobs covered.

C. CLASSIFICATION

1. **Determining Correct Band.** Information from Table 1, along with a more detailed description of work characteristics for each band, and a hierarchy of position guides or standard jobs for each band are used to place a set of duties in the proper band. Any available Office of Personnel Management, Office of the Secretary of Defense, or DoD Component guidance on classification may be used as appropriate.
2. **Authority for Placing a Position or an Employee in Band NF-6.** Establishing an NF-6 (Senior Executive) position, or appointment of an employee to an NF-6 position, requires approval by the Component Assistant Secretary or designee, or Defense Agency Director. In the Army and Air Force Exchange Service (AAFES), approval is required by the AAFES Board of

Directors. Further approval at a level not lower than the same organizational level that approved the initial placement is required before an incumbent may receive an annual rate of pay equal to or greater than the ES-5 Senior Executive Service rate of basic pay.

3. **Classification Complaints.** Employees may grieve the assignment of their position to a particular band. Also, where levels within a band have been established, the assignment of a position to a particular level may be grieved. Either the negotiated grievance procedure or the applicable NAF administrative grievance system may be used, as appropriate. In accordance with 5 U.S.C. 7121 (reference (a)), the negotiated grievance procedure may be used only if the classification results in a pay or payband reduction. Bargaining unit employees may use the applicable NAF administrative grievance system for classification complaints about actions that do not result in a reduction of pay or payband.

D. PAY SCHEDULES

1. **The Wage and Salary Division (WSD), Civilian Personnel Management Service.** The WSD publishes NAF payband schedules. These schedules establish the minimum and maximum pay rates for each payband in accordance with the following policy:

a. **Minimum and Maximum for Bands NF-1 & 2 and Minimum for Band NF-3.** These rates are determined by a WSD survey of wages paid to employees in a representative number of retail, wholesale, recreation, finance, and insurance establishments in the immediate locality, who are engaged in activities similar to those in NAFIs. The WSD issues separate pay schedules for each geographical area surveyed. The effective dates of schedules vary depending on the survey dates. To aid pay setting decisions, a WSD-developed pay report is attached to each schedule. It contains the average hourly rate of pay and the range of pay from high to low for certain surveyed jobs.

b. **Maximum for Band NF-3 and Minimum and Maximum for Bands NF-4 through NF-6.** Minimum rates in effect on August 4, 1995, the date of the DASD (CPP) policy memorandum that implemented the NAF payband system, serve as the basis for adjustments to minimum rates. The minimum rates for NF-4 through NF-6 will be adjusted by a percentage equal to any “national” Employment Cost Index (ECI) percentage increase for GS employees, rounded down to the nearest \$500. The maximum rate for NF-6 will be adjusted to equate to the rate for Level IV of the Executive Schedule, in accordance with 5 U.S.C. 5373 (reference (b)). The maximum rate for NF-5 will be adjusted to equate to the highest GS-15, step 10, locality pay rate. The maximum rates for NF-3 and NF-4 will be adjusted to equate to 40 and 63 percent, respectively, of the NF-5 maximum rate, rounded up to the nearest \$500.

2. **Amendments to Pay Schedule Policy.** The DoD NAF Personnel Policy Committee will review pay schedule policy periodically and propose any amendments to the DASD(CPP), who, in turn, will formally coordinate proposals with DoD Components.

E. PAY SETTING

1. **General.** Except for the special pay setting situations stated in subsection E. 2., below, management may determine where within the minimum and maximum rates of the proper band to set an employee's annual rate of basic pay. In setting an employee's rate of basic pay, consideration should be given to, but should not necessarily be limited to, such factors as assigned duties and responsibilities; performance (performance management program policy is discussed in DoD 1401.1-M (reference (c))); budget; competitiveness with Federal and private sector pay; current rates of pay for similar positions; and the amount and timing of previous pay increases, cash awards, bonuses, and allowances. The term "basic pay," as used in this Appendix, means the annual rate of pay for the employee, including any portion that may be attributed to comparability with private sector pay in a locality, before any deductions and exclusive of additional pay of any kind. Basic pay may not exceed the maximum rate for the employee's payband. The hourly rate of basic pay is determined by dividing the annual rate by 2087. The representative rate for a payband position, used for determining whether a personnel action is a promotion, reassignment, or change to lower grade when moving to or from a crafts and trades position, is the rate of basic pay paid to an employee.

2. Special Pay Setting Situations

a. **Fair Labor Standards Act (FLSA) Minimum Rate Requirement.** The minimum rate paid may not be less than the current Federal minimum wage, or the applicable State or municipal wage, whichever is higher. A tip offset may be authorized for payband employees engaged in coat- and hat-check work if they customarily and regularly receive tips. The policies and procedures established for waiters by OPM under 5 CFR 532.283 (reference (d)) are administratively extended to those employees where local laws provide such tip offset.

b. **Transfer of Function.** When a function is transferred from one NAFI to another within or between Components, pay for employees who move with their positions shall be set at a rate within the band that is not less than the employee's rate of basic pay immediately before the move. As an exception to this provision, when a portion of the pay is clearly defined as a locality adjustment, the locality pay adjustment need not be continued when the employee moves to an area with a lower locality pay adjustment. Future rates of pay will be in accordance with the receiving NAFI's policies and compensation programs, consistent with the requirements of this Subchapter.

c. **Promotion.** See subsection E.3., below.

d. **Involuntary Moves to NAF under the DoD Employee Benefit Portability Program.** When a GS employee is involuntarily moved to a NAF Payband position, the employee's rate of basic pay will be set at a rate within the payband to which assigned that is not less than the employee's GS scheduled annual rate of pay, as defined in 5 CFR 531.602 (reference (e)), plus the corresponding GS locality differential. Future rates of pay will be in accordance with the receiving NAFI's policies and compensation programs, consistent with the requirements of this Subchapter. If the employee's last GS scheduled annual rate of pay plus the GS locality

differential is above the maximum rate of the payband level to which moved, pay retention is required in accordance with portability program pay retention policy issued by the DASD(CPP) memorandum of April 16, 1991.

3. **Pay Increase.** An employee may be granted a pay increase within a band, with or without a position change. A promotion occurs, except for temporary details, when an employee is moved to a higher band. It may also occur when the Component has established tiers or sub-bands and the employee is moved to a higher level. A promotion requires a minimum pay increase of 5 percent, or an increase to the minimum rate of the higher band, whichever is greater.

4. **Pay Decrease.** An employee's pay may be decreased within the band for the following reasons: change in duty station to a locality pay area with a lower locality rate of pay; business-based action, performance-based action, or disciplinary action in accordance with DoD 1401.1-M (reference (c)); classification error; and employee-requested job reassignment. A detail is not a basis for a pay decrease. When an employee is moved to a lower band involuntarily, it is a demotion.

5. **Annual Across-the-Board Adjustments.** These adjustments are not required, but may be granted as long as they do not exceed the limits described in paragraphs E.5.a. through d., below. When the minimum rate for the band is raised in accordance with section D., above, employees at the bottom of the band, who are rated at least satisfactory or equivalent, must be given a pay increase to keep their rate of pay within the pay range for the band.

a. **Employees in Bands NF-1 and NF-2.** The adjustment shall not exceed the average percentage adjustment stated on the pay report attached to the current pay schedule. It shall not be granted if both the ECI adjustment and the locality adjustment are canceled for appropriated fund GS employees.

b. **Employees in Bands NF-3 through NF-6.** The adjustment shall not exceed the respective adjustment granted to corresponding appropriated fund GS and SES employees.

c. **Employees at or Near the Top of a Band.** The employee's basic pay may not exceed the maximum rate for the employee's band.

d. **Employees in a Less than Satisfactory or Equivalent Status.** Such employees are ineligible for a pay increase. This means that in some cases, their pay may fall below the minimum rate of the band.

6. **Foreign and Nonforeign Area Allowances and Differentials.** Provisions for foreign allowances and differentials are contained in Subchapter 1250 of this Manual. A nonforeign allowance or differential established for appropriated fund employees is not granted to employees in bands NF-1 and NF-2, since their rates already are based on the prevailing rate, but may be granted to employees in bands NF-3 through NF-6. Managers should strive for consistency in a geographical area, both internally and among Components. An education allowance may be

provided for eligible dependents, as defined in DoD Directive 1342.13 (reference (f)), or an education allowance may be paid, as authorized in section 270 of the DSSR (reference (g)).

F. GUIDANCE FOR CLASSIFYING JOBS TO THE CORRECT PAYBAND LEVEL

1. **Examples of Jobs Properly Placed for Each Payband Level.** These job titles are at Table 1 of this Subchapter.

2. **Examples of Characteristics of Work Performed and Degree of Supervision Provided Within Each Payband Level.** Examples are provided on the following pages.

NF-1

Routine Clerical Duties:

Greets and directs visitors to the appropriate area or person, receives and routes incoming calls, and provides routine or general information to the public. Files documents in existing alphabetical, chronological, or numeric files. Completes routine reports and forms. Types documents and final copies from draft, ensuring correct format, spelling, grammar, and punctuation. Receives, sorts, and routes incoming mail and supplies. Maintains logs of incoming or outgoing documents, etc. Follows prescribed procedures for processing transactions. Receives merchandise and verifies quantities received against shipping documents. Assists in conducting inventories.

Customer Service Duties:

Represents program to potential patrons, providing information about special events, services, prices, dress codes, and standards of behavior. Provides assistance to facility users by explaining the functions and features available on equipment. Demonstrates the use of simple tools and equipment. Assists clientele in completing forms and registration cards. Serves as an escort or guide. Issues customer checkout items. Receives returned items and checks for damage. Serves as a sales representative in a general or specialized area. Performs cashier duties by receiving monies due, issuing change and receipts, and completing related cash control forms. Stocks shelves, cleans and returns equipment and supplies to storage areas, and performs basic maintenance and general housekeeping duties. Maintains security by inspecting parcels and escorting visitors to closed access areas. Checks identification of persons entering clubs, exchanges, etc., and enforces conduct rules. Monitors and ensures safety of patrons using swimming pools and other facilities.

Youth Services Duties:

Monitors, directs, and organizes summer camp, arts and crafts, or swimming program for children. Arranges supplies and equipment to facilitate games. Leads children in developmental activities, (i.e., songs, fingerplays, etc.). Receives and carries out parental instruction for children. Informs parent of child's activities.

Exchange (Retail or Resale Activities) Duties:

Sells goods and services, operates a cash register, and accepts payment. Upper tier associates are knowledgeable of specified merchandise sold and may use personal computers or terminals to perform routine, standardized tasks.

Degree of Supervision Provided: Close supervision is provided when new or procedurally complex duties are performed. The supervisor is readily available to deal with unusual situations and provide guidance and instruction. Routine work may be performed independently.

NF-2

Complex Clerical Duties:

Performs life-cycle record maintenance (establish, maintain, destroy) of official files and other reference materials in accordance with established procedures. Receives telephone calls and visitors, providing requested information from own knowledge and office files or referring callers to appropriate source. Takes and transcribes dictation into proper, final format. Types correspondence, reports, and statistical and tabular data in final format. Gathers data and documentation for special projects and prepares briefing support materials. Establishes, maintains, or controls suspense logs.

Administrative or Technical Support Duties:

Applies regulations in a specialized area such as cash management, accounting, procurement, purchasing, temporary housing, visual merchandising, or travel. Assists higher level technicians or specialists in a narrow area (e.g., rates and ranks applications, guided by a Staffing Specialist; drafts contract specifications, guided by a Procurement Specialist; takes still photographs and develops film, directed by a Photographer; or develops a specific segment of a large recreation program, guided by a Program Manager). Examines, verifies, and analyzes various documents to determine their correctness, validity, and accuracy. Resolves disagreements by contacting vendor, manager, or other originator. Processes documents and supporting forms as appropriate; posts to ledger or journal account, inventory system, or other tracking systems. Conducts studies in a specific administrative area to address specific situations; coordinates with personnel outside the work unit in identification, research, and clarification of problems and discrepancies.

Customer Service Duties:

Demonstrates and sells merchandise directly to customers when technical knowledge of the product is required. Decorates display areas; develops proposals for displaying merchandise, including sketches and material and budget requirements. Plans and conducts recurring patron activities such as dances, dinners, tournaments, and related social activities. Assists patrons in use of facilities. Provides safety instructions and demonstrates use of equipment. Circulates among patrons and receives and resolves customer complaints. Carries out a specialized arts and crafts program. Demonstrates new or unusual hobby techniques. Teaches classes and plans related functions (i.e., ceramics, lapidary, stained glass, etc.). Teaches swimming and water safety in a formal program. Supervises and directs the activity of participants in established youth and recreation programs such as teen and summer camps.

Exchange (Retail or Resale Activities) Duties:

Supervises or manages a small facility or department. Performs a technical skill or operates a personal computer (PC) or video display terminal (VDT) as a sales associate.

Supervisory Duties:

Establishes work assignments to meet peak work loads and emergencies. Trains employees on methods and procedures of performing work. Reviews work in progress for quality and productivity. Develops and implements internal methods and procedures. Plans and controls for the efficient operation of the unit. Interviews and selects applicants. Conducts performance appraisals. Initiates disciplinary actions and recommends employees for awards.

Other Duties:

Ensures stock or supplies are on hand and adequate to conduct business. Maintains security of building, cash, and fixed assets. Observes customers and reviews procedures to prevent or detect illegal or unsafe activity.

Supervision Provided:

Detailed instruction is provided when new or procedurally complex duties are performed. Supervisor is usually available to provide guidance and instruction in unusual situations. Routine work is performed independently.

NF-3

Administrative, Technical, and Professional Support Duties:

Reviews documents prepared by staff members for supervisory signature. Prepares reports and correspondence of a confidential nature. Establishes and maintains official files and pertinent publications. Arranges appointments and conferences; prepares travel orders and makes reservations. Provides guidance by interpreting regulations on administrative services and functions. Sets internal priorities and suspenses, and develops procedures to meet general administrative requirements. Gathers, organizes, analyzes, verifies, and reviews data. Conducts and participates in studies examining current practices and operations.

Assists a full-performance specialist in a specific program area such as:

Personnel. Devises recruiting strategies for hard to fill jobs, rates and ranks applications, and develops referral lists, ensuring compliance with established procedures and requirements. Develops and teaches classes in supervisory and employee training programs. Counsels and advises employees on benefit programs, and represents the program to the general public.

Accounting. Reviews and verifies incoming documents, posts to ledgers, processes payments, conducts quality audits of documents and vouchers for completeness and validity, prepares a variety of financial requests from records, and identifies errors and takes corrective action.

Payroll. Establishes and maintains individual pay records, determines pay due and applicable withholdings, verifies all pay action documents, processes payroll checks, and completes all related reports.

Budget. Gathers and verifies narrative and statistical data; prepares preliminary budget estimates; and summarizes narrative, quantitative, and statistical data included in budget forms, schedules, and reports.

Theater. Organizes and participates in staging, rehearsal, playwriting, and set construction.

Catering. Develops menus, advises customers, writes contracts, and arranges for all required support (i.e., menu printing, decorations, entertainment, room arrangement, china, linen, and security).

Purchasing. Assembles specifications to be used in writing contracts, searches catalogs and other sources on goods available, recommends contract terminology, and coordinates contract execution with vendor, ensuring compliance with delivery dates.

Procurement. Develops contracts and purchases supplies and equipment up to the authorized dollar amount.

Computers. Operates computers, peripheral equipment, and remote terminals. Maintains and reviews documentation of computer activity. Reviews completed projects, ensuring completeness

and accuracy. Monitors system's operation and performance; researches, assembles, and conducts preliminary analysis of data for use by higher level specialist. Researches prior records of similar actions, prepares summaries, and participates in evaluation of data. Reviews regulations and directives to determine appropriate actions to take or recommend. Gathers, monitors, and maintains data to complete reports and respond to inquiries. Plans, organizes, schedules, and coordinates conferences and events (i.e., tournaments, intramural competition, fundraising functions, workshops, and training). Arranges for supplies and support services (i.e., transportation, facilities, security, and funding).

Child Care. Serves as a teacher in a preschool classroom. Directs the School Age or Latch Key program, or serves as a Family Child Care Outreach Worker, monitoring home child care programs.

Sports or Recreation. Interprets rules and procedures to program participants (ABC to bowling league members, and ASA to summer softball program); and serves as point of contact for group activities. Serves as an instructor for individuals and groups, monitors and evaluates the effectiveness of program activities, develops program plans and activities, and arranges for program support functions. Plans and administers part of a large sports or recreation program, or manages a small program.

Marketing. Designs and develops marketing material (i.e., viewgraphs, slides, posters, fliers, brochures, and videos). Develops and writes announcements, press releases, speeches, and related material.

As a unit manager: Plans and directs a sales operation. Enforces facility usage requirements and limitations. Receives and resolves customer complaints and requests for special services. Coordinates activities between units. Develops and implements promotional events, and maintains required financial and customer usage data.

As a trainee: Under the direct guidance of a full-performance specialist, performs a limited scope of the duties that will be required at the full-performance level.

As a supervisor: In addition to the duties described for NF-2, orients and trains employees, interviews and selects applicants, develops performance standards, initiates disciplinary actions, and rewards or recognizes exceptional performance. As a second level supervisor, approves performance and disciplinary actions, manages employee recognition program, and monitors employee development program.

In an Exchange, NF-3 positions are extensively used in a supervisory role or as a local technical authority (e.g., Retail or Sales Managers Supervisors, Food Activity Managers (Annex), and Food Sales Supervisors).

Supervision Provided:

Trainee positions are closely supervised, with an immediate supervisor or senior specialist available at all times. Positions are developmental to full performance in this payband or with advancement to limited supervision on entering payband level 4. Technicians who operate independently receive little or no guidance in their area of expertise. General supervision is provided in other areas. Assistants receive direction and guidance from specialists or supervisors on assignments and complicated projects. Unit managers operate under general direction and guidance.

NF-4

Covers Full Performance Positions. NF-4 covers full-performance positions, including accountants, personnelists, budget analysts, marketing specialists, merchandisers, purchasers, and computer specialists. In a highly specialized area, serves as the subject-matter expert responsible for interpreting regulations, developing local compliance procedures, and addressing related problem situations. Represents area of expertise to the NAFI and general public.

Manages a program area that involves planning, organizing, and directing activities, all within budget. Performs the full range of supervision of subordinate employees. Evaluates program effectiveness. Represents program to customers and coordinates support services with POCs. Positions include club, store, bowling, food, billeting, sports, recreation, and child development center managers.

In an audit or review capacity, conducts surveys or studies of activities and functions. Examines missions, functions, work processes, organizations, records, reports, and functional statements to gather, correlate, analyze, determine, and recommend action to resolve problems or improve the efficiency of operations. Positions include management, program, and budget analysts; and financial managers.

In Exchange Services (Retail or Resale Activity), functions as a manager or technical specialist, ensuring compliance with established policies and procedures. Participates in the development of new policies and procedures. Positions include exchange, food, and service managers.

Supervision Provided: Supervision is general in nature. As these are subject-matter-expert positions, technical guidance is not normally available through the chain of command.

NF-5

Covers Managerial and Supervisory Positions, or Specialist Positions at a Regional or National Level.

At a large installation, manages a large NAFI.

At a regional level, directs a major program area.

At a national level, plans, organizes, and conducts a comprehensive program, integrating a variety of resources. Develops policies, procedures, and regulations. Develops supporting instructions, directives, and procedures applicable to a specialized program area.

As a consultant, provides guidance, assistance, and advice to field activities. Coordinates mission activities with representatives of Military Services' NAFIs, other national staff, and other Military Departments. Consults with top installation and regional management to evaluate program effectiveness and improve operations.

In Exchange Services (Retail or Resale Activities), functions in a managerial capacity at a major field facility or headquarters staff element. Lower tier NF-5 associates may function as widely recognized technical authorities with responsibilities in their field (e.g., General Managers).

NF-6

Covers senior management positions with extensive mission accomplishment responsibilities. Positions are considered to be SES-equivalent. Positions must be approved by the Secretary level of each DoD Component.

Directs the entire NAF component or a major subdivision thereof.

As a Senior Executive, is responsible for major field elements or an Exchange system (e.g., Executive Vice President, Executive Director, or Senior Vice President).

Monitors progress toward organizational goals, and periodically evaluates and makes appropriate adjustment to such goals.

Is accountable for the success of the specific program or operation for which responsible.

PAYBAND CLASSIFICATION AND PAY SYSTEM FOR WHITE-COLLAR NAF EMPLOYEES				
WORK LEVEL AND PAY CATEGORY	GRADES REPLACED	COMPARABLE GS GRADES	BASIC WORK CHARACTERISTICS	EXAMPLES OF JOB TITLES
Junior Clerical/ Customer Service NF-1	AS/PS 1-4	GS 1-3	Routine clerical and customer service duties such as filing, typing, or selling merchandise.	Computer, Accounting, Personnel, Operations, Supply, Sales, Mail, File and Desk Clerk. Receptionist, ID Checker, Lifeguard, Recreation Aide, Cashier, Duty Officer, Courier, Clerk Typist, and Customer Service Assistant.
Senior Clerical/ Customer Service NF-2	AS/PS 5-6	GS 4	More complex clerical, customer service, administrative, and technical support duties such as creating and maintaining files, applying regulations, conducting studies, demonstrating and selling merchandise, planning and conducting patron activities, or supervising activities.	Recreational Assistant, Water Safety Instructor, Secretary, Cashier, Computer or Personnel Clerk/Assistant, Illustrator, Club Operations Assistant, Payroll Clerk/Technician, Senior Sales Clerk, Accounting Technician, and Head of Customer Service.
Specialist/ Management NF-3	AS/PS 7 and UA 5-8	GS 5-8	Entry-level management jobs and certain full-performance administrative and technical jobs. Also includes jobs that assist specialists in the following program areas: sports, accounting, payroll, budget, theater, catering, purchasing, automation, personnel, and retail.	Retail or Stockroom Manager, Administrative Assistant or Secretary, Recreation Specialist, Supervisory Recreation Specialist, Computer Specialist, Accounting Technician, Illustrator, Bowling Center Manager, Caterer, Club Manager, and Procurement or Purchasing Agent.
Senior Specialist/ Management NF-4	UA 9-12	GS 9-12	A subject-matter expert in a highly specialized area, responsible for ensuring compliance with regulatory procedures and fiscal constraints. Represents area of expertise to a NAFI and the public. Plans, organizes, directs, and evaluates program activities. Performs the full range of supervisory duties. Conducts surveys and studies of activities and functions to resolve problems or improve efficiency of operations.	Senior Auditor, Mechanical Engineer; Food Activity Manager (Burger King); General Manager (Exchange); Retail & Branch Managers; Family Support, Personnel, Recreation, and Support Services Chief; Recreation Specialist; Employee Relations Specialist; Computer Specialist; Program Analyst; Support Services Supervisor; Food and Beverage Director; Marketing and Advertising Specialist; Club Coordinator; and Morale, Welfare, and Recreation (MWR) Director.

Table 1

PAYBAND CLASSIFICATION AND PAY SYSTEM FOR WHITE-COLLAR NAF EMPLOYEES				
WORK LEVEL AND PAY CATEGORY	GRADES REPLACED	COMPARABLE GS GRADES	BASIC WORK CHARACTERISTICS	EXAMPLES OF JOB TITLES
Top Management NF-5	UA 13-15	GS 13-15	Typically management and supervisory positions. Staff specialist positions at a regional or national level may be included. Includes managing a large NAFI at a large installation or directing a major program area at a regional level. Plans, organizes, and conducts a comprehensive program that integrates a variety of resources. Provides guidance, assistance, and advice to field activities. Coordinates with other national staff and Military Services. Directs all phases of a major area or division within a NAFI, or the management of subordinate activities, to include the examination and recommendation for expansion, relocation, or discontinuation.	General Manager (Exchange), Attorney, Retail Manager (Main Store), Retail Manager (Region), Family Support Officer, Personnel Management Specialist or Officer, Policy and Program Manager or Analyst, Senior Program Analyst, Comptroller, Finance Manager, Club Manager, Community Operations Officer, Executive Director, Benefits Program Manager, Club Coordinator, and MWR Director.
Senior Executive NF-6	UA 16-18	SES ES 1-6	Executive duties with extensive mission accomplishment responsibilities in directing an entire NAF component or a major sub-division thereof.	Director, Hospitality Management (Component Level); Chief Operating Officer (entire exchange system).

Table 1 (cont.)